

NOAA Commissioned Corps Officer Evaluation System

Commissioned Personnel Center

November 2006



NOAA Corps Evaluation System

- Provide information for important personnel management decisions (i.e., promotions, assignments and career development).
- Set performance and character standards to evaluate each officer.
- Prescribe organizational values by which each NOAA Corps officer can be described.
- Provide a means of feedback to determine how well an officer is measuring up to the standards.
- Ensure maintenance of NOAA Values and Standards.



Officer Evaluation System

- **Form NOAA Form 56-6A**
 - Performance Dimensions. The items on which the NOAA Corps evaluates its officers (e.g., writing, judgment, etc.).
 - Evaluation Areas. The four major performance categories into which all performance dimensions are grouped (e.g., Performance of Duties, Leadership Skills, etc.).
 - Performance Standards. The prescribed expectation levels within each performance dimension. The standards are written to provide a common frame of reference among rating officials to which an officer's observed performance and qualities may be compared. Each dimension has three separate written standards of performance:



Officer Evaluation System

- **NOAA Form 56-6C**
 - The worksheet used to describe duties, establish goals, document accomplishments, and facilitate performance feedback.
- **Rating Chain**
 - The succession of individuals who are responsible for preparing, completing, and reviewing an officer's OER.
- **Performance Feedback**
 - No specific form or forum is prescribed for performance feedback except for ensigns and lieutenants (junior grade). Performance feedback occurs whenever a subordinate receives advice or observations related to their performance in any evaluation area.
- **Aligns with Corps Values**



Officer Evaluation Report

- Contains both marks and comments. The numerical marks reflect the rater's evaluation of how well an officer's performance measures up to the standards.
- To distinguish among reviewed officers, supervisors and reporting officers should give board members the information they need to make the best decisions by assigning numbers with specific narrative support and making appropriate recommendations.

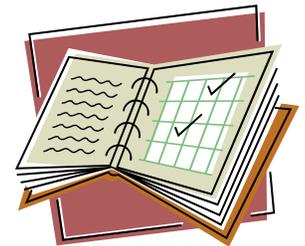


OER Submission Schedule

(Date is End of Reporting Period)

In order to accommodate the changes to the officer promotion and assignment processes, the OER reporting period will end as shown in the schedule below. This new schedule will allow sufficient time for OERs to be submitted for review by the various boards early in the calendar year.

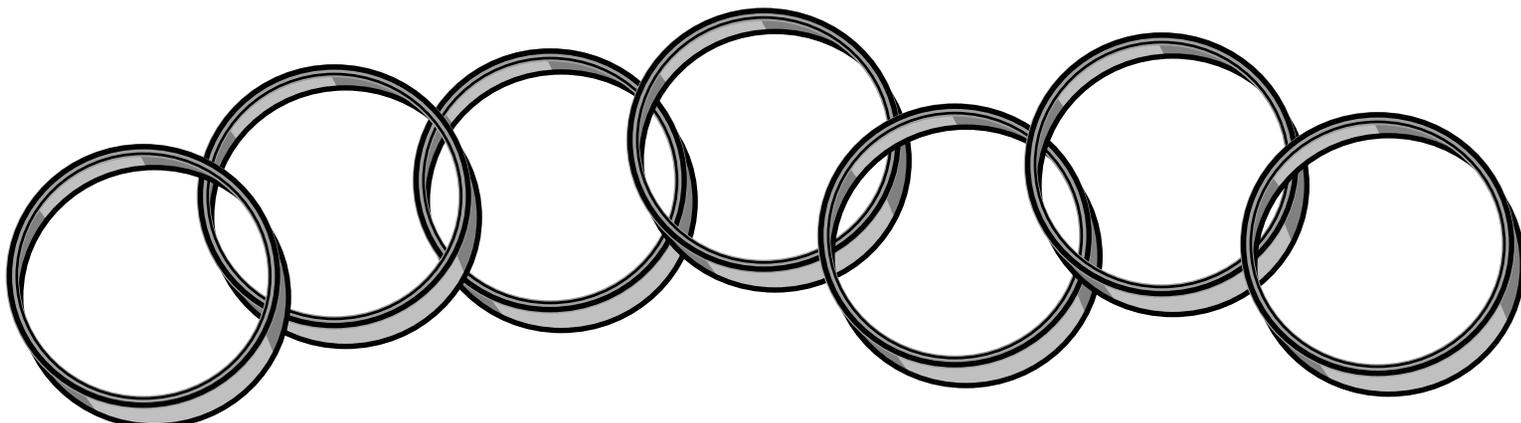
- Captain/Commander 31 October
- Lieutenant Commander/Lieutenant 30 November
- Lieutenant (jg) January 31/July 31
(officers >3 years only July 31)
- Ensign January 31/July 31
(officers >3 years only July 31)





OER Rating Chain

- The rating chain provides the assessment of an officer's performance and value to the NOAA Corps through a system of multiple evaluators and reviewers who present independent views and ensure accuracy and timeliness of reporting.



HONOR

RESPECT

COMMITMENT



The Rating Chain

REPORTED ON OFFICER (ROO)

Subject of the OER

Input due 21 days before the “End of Period.”

SUPERVISOR

Interfaces with ROO Frequently

Provides Majority of Direction

Input to RO 10 Days after the “End of Period.”

REPORTING OFFICER (RO)

Supervisor’s Supervisor

Forward to Reviewer within 30 days of “End of Period.”

REVIEWER

RO’s Supervisors

Expedites the reviewed report in a reasonable time to permit the OER Administrator to ensure the OER is received by CPC 45 days after the end of the reporting period.

HONOR

RESPECT

COMMITMENT



Reported-On Officer (ROO)

- Educate the Supervisor and Reporting Officer on the Officer Evaluation System.
- As an evaluated officer, your responsibilities include:
 - Managing performance.
 - Learning the rating chain.
 - Initiating beginning and end-of-period meetings with supervisors.
- Seeking performance feedback during the period.
- Preparing OER section 1 and 14
 - Submit OER with list of significant achievements or performance aspects which occurred during the period to your supervisor at least 21 days before the end of the reporting period.



ROO

- Notifying Director, CPC by written communication if a copy of your completed OER has not been received 90 days after the end of the reporting period.





Supervisors Responsibilities

- The key to the officer evaluation system is the supervisor who must hold an officer accountable in meeting officer evaluation system requirements.
- The supervisor's responsibilities include:
 - Discussing duties and areas of emphasis with the officer.
 - Noting important performance aspects.
 - Providing performance feedback throughout the period.
- Preparing the supervisor's OER sections 3 through 6 and ensuring supporting comments in the OER to substantiate assigned marks.



Supervisors Responsibilities

- Initiating an OER if the officer is unavailable, unable, or unwilling to perform in a timely manner.
- Provides the new supervisor with a draft or OER sections (3-6) when the supervisor changes during a reporting period.
- Sending the reporting officer not later than 10 days after the end of the reporting period.
- Responsible for Sections 2-5.



Reporting Officer (RO) Responsibilities

- The Reporting Officer is normally the supervisor of the supervisor.
- Evaluate ROO Based on Direct Observation and Input from the Supervisor
- Preparing Reporting Officer section of the OER Complete Page Three of OER
 - Block 7: Concur with Supervisor
 - Provide Comparison Scale Mark
 - Leadership Ability / Overall Potential



Reporting Officer Responsibilities

- Returning OERs to the supervisor if:
 - the evaluation appears inconsistent with actual performance.
 - narrative comments do not substantiate numerical marks.
- Initiating an OER of the officer and/or supervisor are unavailable, unable, or unwilling to perform promptly.
- Sending OER to the reviewer within 30 days after the end of the reporting period.



RO Responsibilities

- Reporting Officer CANNOT:
 - Direct a supervisor specifically to raise or lower a mark or add or delete a comment.





Reviewing Officer

- The Reviewer is normally the supervisor of the Reporting officer.
- Only NOAA Corps officers or NOAA SES member, may serve as Reviewer.
- The Reviewer of a Captain's OER must be a flag officer or NOAA SES member.



Reviewing Officers Responsibilities

- Checking the OER for:
 - a reasonably consistent picture of the officer's performance and potential.
 - obvious errors and omissions
 - inconsistencies between numerical evaluations and written comments and failure to comply with instructions
- Returning OERs for correction or errors, omissions, or inconsistencies
- Add comments, as desired.
- Holding Supervisors and Reporting Officers accountable
- Sending the OER to the OER Administrator in time to allow receipt by Director, Commissioned Personnel Center no later than 45 days after the end of the reporting period.



Occasion of Report

- Annual/Semi-Annual
- Departure of ROO (Transfer)
- Change of RO
- Promotion (CAPT)
- Continuity Purposes Only (Retirement)
- Concurrent (TAD >60 days)
- Duty Under Instruction (DUINS)
- Special (Performance Change)



Section 1

Administrative Data

U.S. DEPARTMENT OF COMMERCE National Oceanic and Atmospheric Administration NOAA FORM 56-6A (Rev10-06)		NOAA COMMISSIONED CORPS OFFICER EVALUATION REPORT (OER)		ID No:	VALIDATION:
1. ADMINISTRATIVE DATA					
a. LAST NAME, FIRST NAME, MIDDLE INITIAL				b. LAST 4 DIGITS OF SSN	
COMPLETED BY ROO USE CORRECT DATES				0000 <u>SSN</u>	
c. GRADE	d. UNIT (Name and Location)	e. DATE OF RANK	f. DATE REPORTED	g. DATE SUBMITTED	
h. PERIOD OF REPORT		i. OCCASION FOR REPORT (Check only one)		j. EXCEPTION REPORT	
From:	To	<input type="radio"/> Annual/Semiannual <input type="radio"/> Detachment/Change of Reporting Officer <input type="radio"/> Detachment of Officer <input type="radio"/> Promotion		<input type="radio"/> Special <input type="radio"/> Concurrent	
2. DESCRIPTION OF DUTIES:					



Section 2

Description of Duties

Uniformed Services Human Resource Policy Specialist:
Responsible for drafting, implementing, and educating field personnel on human resource policies. Policy Administrator: Maintains, updates, and coordinates changes to policies; oversees publication budget of approx \$20K. Policy specialist for support of dependents, indebtedness, officer assignments, leave and liberty policies. Commissioned Personnel Center FOIA/Congressional Officer. Record Examination Board Coordinator.

Awards: NOAA Achievement Medal dtd 2005 JAN 15



Sections 3-8

Supervisor / Reporting Officer

- Supervisor
 - Section 3 Performance of Duties
 - Section 4 Communication Skills
 - Section 5 Leadership Skills
 - Section 6 Signature
- Reporting Officer
 - Section 7 Comments (Amplify Supervisor Evaluation)
 - Section 8 Personal and Professional Qualities



Sections 3-8 Supervisor / RO

- Compares ROO's performance to standards.
- Assigns "Mark to Block" that Best describes performance and qualities.
- Paints a verbal picture that compares reasonably with the one described by the standard.
- Provides narrative sentences for assigned marks.
- Cites specific examples.



Comments

- Don't write, for example, "She is a good manager" when actually "She set up an inventory control system which kept similar parts in the same form...completed project 2 weeks early; \$2K under budget."



Comments

- Begin “bullets” with action verbs, e.g., conducted, supervised, developed, etc. Readers need to know what the officer did, how it was significant, and its impact on the command or NOAA.
- Use common contractions, abbreviations, and acronyms where appropriate; strive for clarity and brevity.



Acronyms

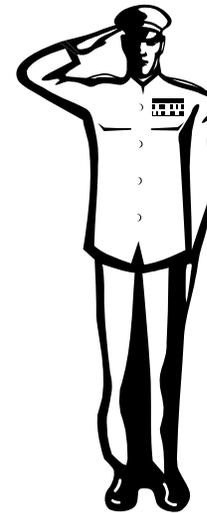
- Use Widely Known NOAA Acronyms Only
 - MPIC, NMFS, NOS, MOA, MOP, AOC, OOD, FOO, CO, XO, OAR, USCG, PPBES, AA, DAA, DUS...

Don't be satisfied with satisfactory.



Framing an OER Comment

- How Well It Was Done
- Concise Accomplishment
- Demonstrated Impact
- “Resulting in _____”



Good thoughts about an individual do no good unless expressed.



How Well It Was Done

Vague: Demonstrated good engineering skills.

Specific: **Superb oversight of 2 main diesel engine (MDE) rebuilds**; unique teaming of MOC & unit engineers shortened project timeline by one month, primary reason unit able to meet NOAA deployment schedule.



Concise Accomplishment

Vague: Demonstrated good engineering skills.

Specific: Superb oversight of 2 main diesel engine (MDE) rebuilds; **unique teaming of MOC & unit engineers shortened project timeline by one month**, primary reason unit able to meet NOAA deployment schedule.



Demonstrated Impact

Vague: Demonstrated good engineering skills.

Specific: Superb oversight of 2 main diesel engine (MDE) rebuilds; unique teaming of MOC & unit engineers shortened project timeline by one month, **primary reason unit able to meet NOAA deployment schedule.**



Prohibited Comments

- Medical / Psychological Conditions
 - *Recovering from knee surgery...*
- Reference to Ongoing Investigation
- Family or Marital Status
 - *Despite being a **geo-bachelor**, LT Smith excelled...*
- Performance Outside of Period



Third Party Restrictions

- Third party by Color/Race/Ethnicity:
 - Restricted: Recognized minority employee...
 - Authorized: Praised civilian employee
- Third party by Religion:
 - Restricted: Lead Catholic services while underway
 - Authorized: Lead religious services
- Third party by Gender:
 - Restricted: Best female pilot...
 - Authorized: Best pilot...





Section 9 Comparison Scale

- ROO's ranking relative to **All Other Officers** of the same grade, RO has known.
- Performance could improve and ranking could decrease (move to left) from period to period.
- Comparison scales for O5 and below not linked to assigned marks in Sections 3-8.
- Comparison scales for O6 are linked to assigned marks in Sections 3-8.





Section 9

Comparison Scale

9.A. COMPARISON SCALE (FOR GRADES O1 to O2): Compare this officer with others of the same grade whom you have known in your career.						
Unsatisfactory	A qualified officer	One of the many competent professionals who form the majority of this grade.			An exceptional officer	A distinguished officer
1	2	3	4	5	6	7

9.B. COMPARISON SCALE (FOR GRADES O3 to O5): Compare this officer with others of the same grade whom you have known in your career.						
Performance unsatisfactory for grade or billet.	Marginal performer; limited potential.	Fair performer; recommended for increased responsibility.	Good performer; give tough, challenging assignments.	Excellent performer; give toughest most challenging leadership assignments	Strongly recommended for accelerated promotion.	Best officer of this grade
1	2	3	4	5	6	7

9.C. RATING SCALE. Considering the performance information in this report, I rate this Captain:						
Performance rarely up to par for a captain. Not suitable for most captain billets	Performance satisfactory, but limited in assignment potential	A steady, reliable performer. Capable of handling a variety of captain assignments	A good, solid captain. Skilled in management and leadership. Respected for views and ability to contribute to NOAA and its work.	Has flag potential. Should be given challenging assignments and consideration with peers.	Recommended for flag selection at a future board.	Recommended for flag selection at next board.
1	2	3	4	5	6	7



Section 10 Potential

CRITICAL AREA FOR BOARDS

MANDATORY COMMENTS

- Ability to Assume Greater Leadership Roles and Responsibilities

- Assignments
- Promotion Recommendation
- Advanced Training Recommendation
- Special Skills



Potential Example

- LT Smith constantly displays a high level of maturity, perseverance & dedication to duty. Attention to detail invaluable in his meticulous, timely & responsive actions to properly process wide complex policy issues affecting large portions of the NOAA. Couples outstanding professionalism w/personnel expertise; his leadership, pose, inter-personnel skills are extremely fine-tuned and well beyond expectations of a LT. Boundless energy & expertise; multi-project coordination & exceptional HR background management skills make him a ideal candidate for positions of higher responsibility. Highly recommended for promotion to LCDR & advanced education programs.



Potential Example

- My best officer! His immense contributions to CPC and the NOAA Corps cannot be overstated, and the Service would be well served by placing him in the highest profile and most demanding jobs offered, I know he will excel. His most recent experience in the NOAA LCDP has prepared him well for advanced education & he has my highest recommendation for Naval War College. His selection as CO, Rude is well deserved, and he has my strongest recommendation for any position of higher responsibility such as CO, RB. He also has my highest recommendation for promotion to O-5 ahead of his peers.



Sections 11, 12, and 13

- Reporting Officer Signature
- Report-On Officer Signature
- Reviewer Authentication/Signature (if no comments). If comments, use form 56-6B.

“It is better to have one person working WITH you than to have three people working FOR you.”

Dwight D. Eisenhower



56-6B

Reviewer Comments

- Section 1.-ROO
- Section 2. Comments
- Section 3. Reviewer Authentication/Signature



Officer Support Form (OSF) (Form 56-6C)

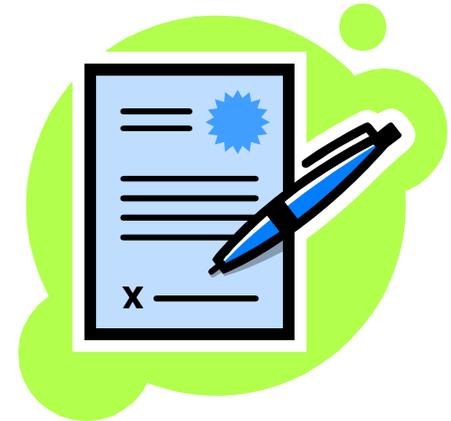
- The Officer Support Form is both a worksheet and a management tool designed to:
 - Delineate duties and responsibilities; identify areas to emphasize in this evaluation period and record changes in direction, including revised priorities and unexpected tasking that occurs during the evaluation period.
 - Record significant accomplishments or pertinent aspects of the officer's performance or qualities that occur during the reporting period.
 - File or collect information such as personal notes and official correspondence that contain information about the officer's performance.
 - Assist supervisors and officers by serving as the supervisor's basis for constructive performance feedback to the officer during the period and preparing the OER at the end of the evaluation period.



Who Uses the OSF

- An OSF shall be used by supervisors of all officers in the grade of ensign and lieutenant (junior grade) and, when requested by the report-on officer; or when directed by any senior member of the rating chain.

If you don't push yourself, how do you know how far you can go?





Encourage Use of the OSF

- The report-on officer should arrange an initial meeting with his/her supervisor.
- This conference is **mandatory** for ensigns and lieutenants (junior grade) and optional for all other ranks.
- Three distinct phases:
 - preparation
 - the meeting itself
 - following up afterward



Appealing OERs

- **OER Replies**
 - An officer may reply to any OER regardless of its contents and have this reply filed with the OER. The reply expresses a fact-based view of performance, which may differ from the raters’.
- **Reply Process**
 - Submit OER replies within 14 days of receiving the OER from Director, Commissioned Personnel Center
 - Submit through original rating chain.
 - Remember OER replies do not constitute a request to correct a record.





Reported-On Officer Reply

Date: (Submitted to Supervisor)

MEMORANDUM FOR: Director, NOAA Commissioned Personnel Center (CPC2)

(Original Supervisor by name)
(Original Reporting Officer by name)
(Original Reviewer by name)

From: (RANK, NAME, LAST FOUR DIGITS OF SSN, and NOAA)

Subj: OER REPLY

Ref: (a) NOAA Corps Directive (series)

1. As authorized by reference (a), I request the below reply be filed with my evaluation report for the period (YR, MONTH, DAY) to (YR, MONTH, DAY).

Signature



Appealing OERs

- **Derogatory OERs**

- Derogatory OERs contain a mark of “1” in any performance dimension or a “comparison rating scale” mark of unsatisfactory.
- An officer must have an opportunity to attach an addendum.
- Director, Commissioned Personnel Center may recommend to Director, NOAA Corps that a special or “Show Cause” board convenes to determine that officer’s fitness for continued retention in the NOAA Corps.



OER Corrections

- **OER Corrections**
 - Any officer may seek correction of any OER (Record Correction Procedures), or any portion of it, if in their opinion the report is in error.
 - Errors should always be addressed at the lowest possible level.



Do's

- Gain a thorough understanding of your written billet description. If it is out of date, rewrite it. If there isn't one, write it. Provide input to your supervisor in preparing Section 2 of the OER.
- Contact the Director, Commissioned Personnel Center in writing if you have not received your OER receipt copy after 90 days after the end of the reporting period.
- Ensure all OERs are in your OPF before boards convene.
- Maintain a complete personal OER file.



Do's

- Keep a weekly or daily log to document accomplishments – Not only what you did, but also its value or impact on the unit mission or career development.
- Establish specific recommendations in the Potential block. Examples may include promotion, graduate school or a recommendation for command.
- Be alert from signals from superiors. If signals are confusing, ask for clarification.
- Ensure issues raised in previous OERs are brought to closure.



Don'ts

- Don't assume your supervisor knows your accomplishments. Provide input 21 days before the end of the reporting period.
- Don't assume your supervisor knows when your OER is due or how to write it.
- Don't assume an overdue OER will eventually be submitted.
- Don't assume a last-minute OER will reach a board in time.
- Don't leave it to chance that the reporting officer knows your educational or assignment goals.



A Little Humor...

- His men would follow him anywhere, but only out of curiosity.
- He has carried out each and every one of his duties to his entire satisfaction.
- This Officer reminds me very much of a gyroscope - always spinning around at a frantic pace, but not really going anywhere.
- She sets low personal standards and then consistently fails to achieve them.
- In my opinion this pilot should not be authorized to fly below 250 feet.
- This man is depriving a village somewhere of an idiot.
- The only ship I would recommend this man for is citizenship.
- This officer is like a lighthouse in a desert, not as bright and twice as useless!



Questions?

HONOR

RESPECT

COMMITMENT